

Concord Police Department



A Strategic Focus on Police Services
For Our Community
July 2003



Human Resources/Employee Development

The Vision of the Concord Police Department dictates that our agency be a “highly regarded professional organization”. In order to meet this challenge, this agency will be dependant upon the members of this Department. All members should seek out only the highest qualified, diverse, and motivated individuals who meet the highest standards for employment. All members shall work tirelessly to provide an environment that engages and emotionally challenges these individuals to reach their potential.

OUR CHALLENGES:

1. Seek and hire only highly qualified employees for positions within the Concord Police Department.

- Make every effort to recruit qualified candidates for positions within the agency.
- Demand of applicants the highest level of personal integrity, honesty, exemplary work history, educational background, and sound decision-making skills.
- Conduct exhaustive background examinations of all candidates prior to hiring.



2. Provide to newly hired employees a solid foundation in the skills required to perform the duties expected of their position.

- Enhance our process for the basic training of all new employees for all positions within the Department.
- Ensure that all new employees have training that allows them to feel confident in what they do, to perform their duties safely, and to provide an appropriate level of customer service for the duties expected of them.
- Ensure that new employees attain a specific level of competency in the basic tasks and knowledge required of their position.

3. Provide continuous training and career development opportunities to employees to provide new skills or enhance already learned skills.

- Provide specialized training to officers and civilians in areas related to their assignments.
- Enhance skills of officers in their present assignments.
- Provide advanced management training opportunities to all supervisory level employees.

- Provide financial resources to employees who seek to advance their education in career related fields.
- 4. Utilize the existing resources of the Department to train and develop other employees within the agency.**
- Develop a long term mentoring program within the agency to pair motivated veteran employees with those newly hired.
 - Utilize those trained in particular areas to share that know-how with others in similar areas.
 - Encourage the sharing of information.
- 5. Maintain a high level of employee retention.**
- Recognize exemplary performance.
 - Provide above average working conditions, competitive pay and benefits and opportunities for advancement.
 - Provide supervisors with the tools to coach and inspire employees to become highly motivated, seek out additional knowledge, and encourage the reaching of their full potential.
 - Foster a level of pride and Esprit De Corps that is second to none.



Organization and Administration

As with any organization, there is a core leadership group that is responsible for directing, managing, supervising and coordinating the activities of the Concord Police Department. In this agency, the Administration of the Department is responsible for all activities that we undertake. As demands on the agency evolve, the organization and administration of the Department needs to be examined to determine if it is adequate to handle this change.

OUR CHALLENGES:

- 1. Examine the organization of the Department for its ability to effectively operate the agency.**
- Identify the current and future requirements being made of the agency.
 - Identify the resources available within the agency to meet these needs.
 - Determine if the current make-up of the Department is able to effectively meet these requirements.

2. Determine if the current organizational make-up of the Department is sufficient.

- Identify the current and future responsibilities of the organizational structure.
- Ensure that the structure of the agency is capable of meeting these responsibilities.
- Ensure each employee clearly understands the organization of the Department.
- Ensure personnel or work groups are assigned properly within the organization.

3. Identify any shortfalls and implement changes.

- Communicate organizational needs to the City Administration.

Police Services

This is the primary function of the Concord Police Department. This is the work we do day in and day out. We patrol the highways, investigate crime, arrest criminals, provide crime prevention services and conduct all the other activities that provide public safety services to the people of Concord.

It is in these areas that those we serve will ultimately judge us. Each of the other vital functions is ultimately in support of providing police service to the community. It is here that we have the greatest responsibility to perform our duties with the highest level of skill, efficiency and professionalism possible.



OUR CHALLENGES:

1. Increase Traffic Safety.

- Encourage citizen reporting of traffic violations and related problems.
- Utilize data to determine areas in need of enhanced traffic enforcement.
- Increase directed patrols to respond to traffic based issues and high frequency accident locations.
- Continued emphasis on DWI and alcohol and illegal drug related traffic enforcement.



- Utilize various education programs and public awareness campaigns to increase awareness of traffic safety laws and problem locations.
- Participate in planning and policy development forums in order to address safety issues.

2. Expand Community Based Police Response to crime and disorder problems.

- Work with the community to address problems identified by the community.
- Continue police participation in community-based initiatives to foster neighborhood safety.
- Provide personal safety and property crime prevention information and training to community members.
- Increase police participation in problem solving initiatives involving crime and disorder problems.

3. Increase the capability of the Department to respond to crime and quality of life concerns.

- Provide aggressive criminal law enforcement services.
- Provide a skilled response to crime scene investigation.
- Remain open to innovative responses to specific crime issues as they develop.
- Continue providing all necessary resources to major criminal investigations.
- Encourage criminal investigation participation at all levels of the Department.
- Use investigative and enforcement resources to aggressively target crimes of violence against persons.
- Enhance our response to combating domestic violence related criminal activity within the City.



4. Vigorously investigate and enforce laws aimed at drug related crime.

- Aggressively target drug suppliers with enforcement resources.
- Maintain a zero tolerance policy for any drug related offense.
- Focus enforcement on areas where drug related crime adversely affects the surrounding neighborhoods.



5. Reduce crime through support of aggressive youth centered activities.

- Implement youth crime initiatives as needed to confront crime issues relating to young people.

- Continue substance abuse programs and enforcement that are directed at young people.
- Utilize all available resources to provide services to youthful offenders.
- Remain open to innovative programs that may address youth crime issues.
- Utilization of all resources to identify violent youthful offenders to ensure proper allocation of community services is in place.

6. Continuously prepare to respond to incidents of domestic or international terrorism.

- Participate with state, federal and other local agencies on domestic preparedness issues.
- Seek out training and funding to improve our ability to respond to these issues.
- Remain current with training and technical skills in order to respond to these incidents.
- Maintain involvement with intelligence sharing organizations.



Community Outreach

Currently the Concord Police Department maintains ties with many community organizations. Various members participate in citywide decision-making and policy groups. In order to fulfill the Department's Mission, it is essential that this agency continuously work to partner with the citizens of Concord in projects that promote a high quality of life in the community.

OUR CHALLENGES:

1. Enhance current community based partnerships.

- Work with community based substance abuse prevention groups.
- Work with established and new community safety organizations.
- Provide educational services to the city's schools.
- Develop and implement crime prevention programs for neighborhoods and businesses.



2. Increase the role of all members in community based projects.

- Participate in local school activities.
- Participate in community and neighborhood forums and events.
- Take the lead in arranging crime prevention activities.
- Encourage community feedback through customer service and crime victimization surveys.



3. Work with individuals and organizations to achieve mutual benefits for the community.

- Continue partnerships with service agencies that benefit the community.
- Work with other governmental entities on crime prevention and control strategies.
- Encourage volunteerism.



Facility and Equipment Resources

The City of Concord Police Department is committed to providing the community with a high quality level of service. To achieve this, we are dependant upon our facilities to provide the means necessary in order to safely and effectively perform our tasks. Likewise, as a Department committed to improving the quality of life within the community, we need to maintain a presence among those we serve. Therefore, we should maintain a series of Police Substations throughout the city.

The Concord Police Department is also dependant upon the tools of modern police work to accomplish the tasks required of us. We shall remain open to evaluating and acquiring new equipment as necessary in order to ensure the safety of our officers and the public so as to ensure efficiency and effectiveness in our roles within our community.

OUR CHALLENGES:

1. Maintain clean, safe and healthy work facilities in which our employees can work.

- Maintain and acquire fixtures, monitoring equipment and other necessary articles to provide a safe and secure facility for interaction with prisoners, suspects and other members of the community.



- Provide for the security of the building, employees, and adjacent areas from reasonably expected safety hazards associated with law enforcement.
- Conduct routine facility inspections and maintenance to identify areas in need of upgrade, renovation or repair.

2. Maintain a presence in the Community through the use of substations or satellite offices.

- Encourage use of substations for police service.
- Obtain new accessible facilities in the community as needs or opportunities arise.

3. Provide all employees with up-to-date, serviceable equipment.

- Provide and maintain quality clothing and equipment to all personnel.
- Conduct routine inspections and audits of equipment to maintain the quality required to complete assigned tasks.
- Remain cognizant of new equipment opportunities and obtain as necessary to upgrade what we issue.

4. Encourage responsibility by all for all City owned property being used by the Concord Police Department.

- Use, maintain and secure all articles that are for shared use as if they are assigned to yourself.
- Protect from and prevent misuse, loss, theft or damage to any and all City Property.
- Conduct inspections to ensure equipment is being used and maintained appropriately.
- Promptly report through the Chain of Command any lost, stolen, damaged or unserviceable equipment.

5. Anticipate and plan for future facility needs.

- Renovate, expand and remodel as required by new tasks, needs of staff, and condition of the building.
- Identify future building needs with an eye on the future (5 years ahead).

Technology

It becomes more evident as each day passes that law enforcement is becoming more dependant on technology. This is recognized in our Vision statement and is readily apparent in our day-to-day operations. As an agency, we need to seek out, obtain and utilize the latest in technology to enhance our operations in a way that balances our requirements with what we can afford. This initiative shall ensure the highest level of obtainable efficiency as well as fulfilling the community's expectations for service.

OUR CHALLENGES:

1. Identify outdated, misused, or malfunctioning technology and improvements to rectify the problems.

- Identify all technology currently used within the agency.
- Remove from service any obsolete technology not currently utilized.
- Repair and return to service malfunctioning and misused items.

2. Ensure employees' competence with technology currently in use.

- Designate employees for training with technology they will be using.
- Offer refresher training as required.
- Properly train employees with new articles as they are procured.

3. Identify practical technology for use in Law Enforcement.

- Identify new technologies that may be useful for the agency.
- Seek information regarding capabilities and cost.
- Identify shortfalls if we overlook items.

4. Obtain and implement new technology.

- Identify specific equipment or applications and obtain these for department use.
- Emphasize multi-use or proven technology that utilizes state of the art and industry standards as its basis.
- Set benchmarks for development, training, and utilization of new technology.



5. Participate in cross department, multi-agency, and large-scale interoperability projects to maximize benefits to the city.

- Fully participate in and utilize citywide IT programs and equipment as designated in the IT Master Plan.

- Fully participate in and utilize appropriate regional, statewide, and national information sharing programs to enhance public safety.

Acknowledgement

This report is the result of a Departmental focus on issues relative to the delivery of police services for the City of Concord. It was developed to ensure that our residents and visitors receive the highest possible level of safety and security. It was an effort that involved representatives from all levels of the Concord Police Department.

We are especially appreciative of the special effort of our Strategic Planning Committee. The committee was made up of Chief Jerome Madden, Majors Paul Mueller and Michael Russell, Lieutenants Robert Barry, John Duval, John Brown, Paul Leger, Sergeants John Zbehlik, Jon Nichols, James Berry, Michael McGuire, Gregory Taylor, Officers William Dexter, Timothy King, Michael Pearl, Mark Hassapes, Todd Flanagan, Stacey Rovinelli, Sean Ford, Roger Baker, Cori Casey, Eric Crane, Clifford Kahrs, and Administrative Specialist Carrie Dennett.

July 2003